



Hindustan Unilever Limited

Hindustan Unilever Limited
Unilever House
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Mumbai 400 099

7th February, 2018

Stock Code: BSE: 500696
NSE: HINDUNILVR
ISIN: INE030A01027

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Web: www.hul.co.in
CIN: L15140MH1933PLC002030

BSE Limited,
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E),
Mumbai – 400 051

Dear Sir,

Sub: Investor Presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made at Edelweiss India Conference 2018 at Mumbai today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,
For Hindustan Unilever Limited

Amit Bhasin
Deputy Company Secretary
Membership No. A16804



HINDUSTAN UNILEVER LIMITED

EDELWEISS INDIA CONFERENCE | 7 FEB'18

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

SAFE HARBOUR STATEMENT



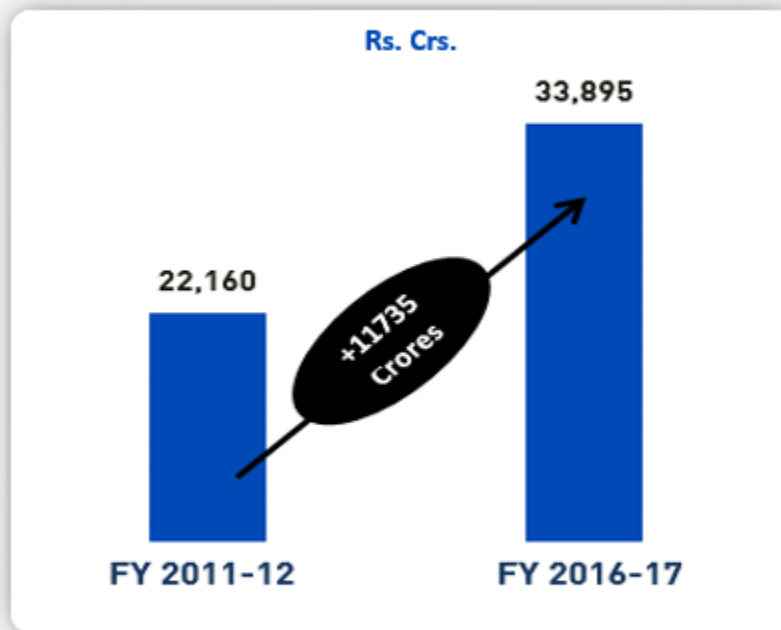
Hindustan Unilever Limited

This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward looking statements made herein shall be realized. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.

HINDUSTAN UNILEVER LIMITED

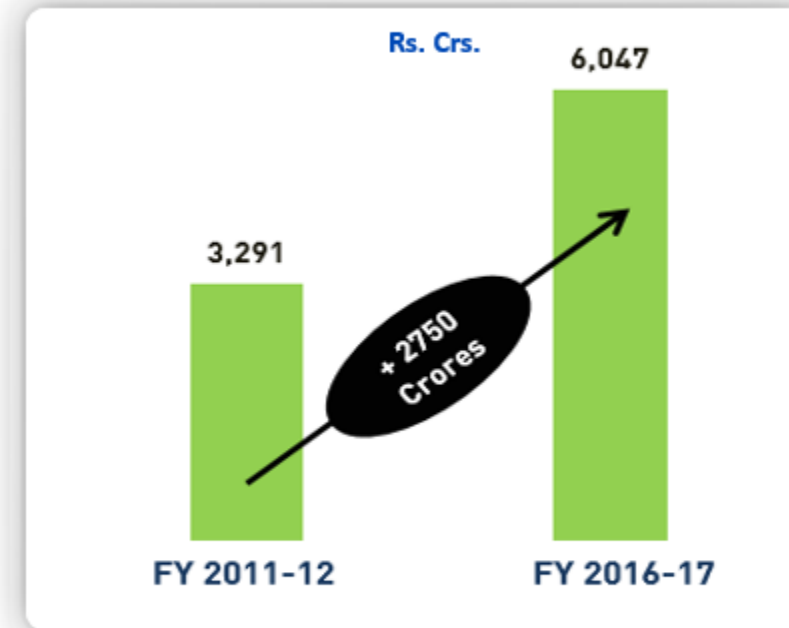
LONG TERM PERFORMANCE

Net Sales



~ Rs. 12,000 Crores added

EBITDA



~EBITDA 1.8X

STRATEGY ON TRACK AND DELIVERING IN THE LAST 5 YEARS



THE WORLD AROUND US IS CHANGING



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IT'S AN AGE OF CHANGE AND DISRUPTION

Disruption



Volatility



Trust deficit



Climate



Speed of change



ALONG WITH THESE, WE HAVE A CHANGING INDIA

Millennials



Urbanization & Affluence



Changing Family Dynamics



From Scarcity to Abundance



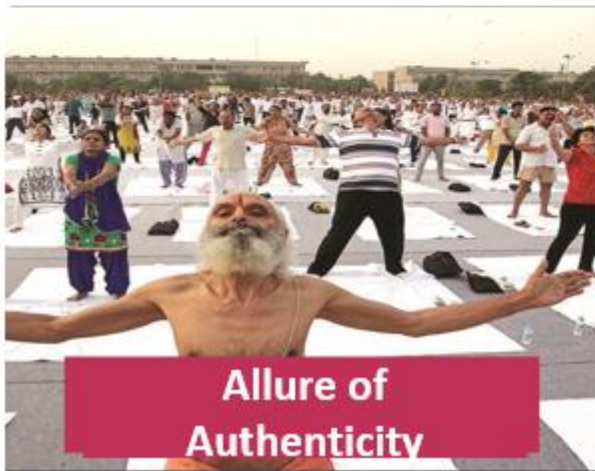
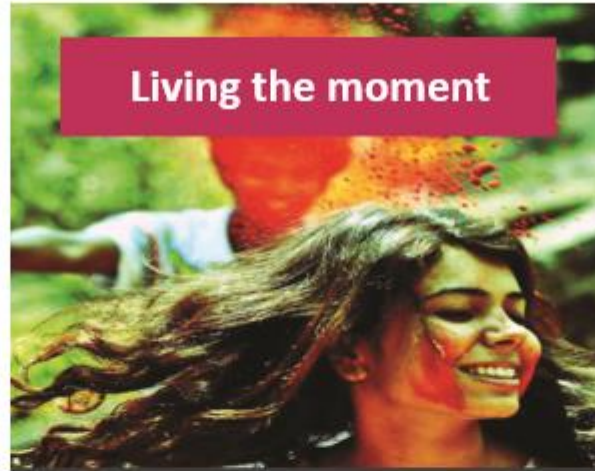
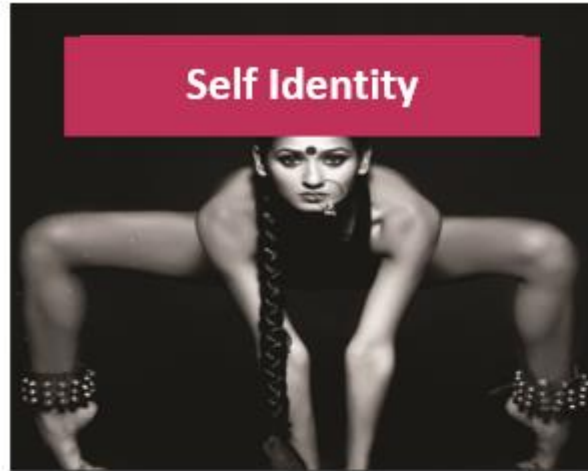
Mobile & Internet



Regulatory



AN INDIA RIDING ON GLOBAL CONSUMER TRENDS





01

SELF IDENTITY

Packaging and showcasing oneself loudly is the new measure of success

MANIFESTATIONS

TABLOIDIZATION OF SELF

Every aspect of one's life is curated and performed

SHOWCASING TALENT

Displays of evolved sensibilities around 'leisure' replace displays of 'capability'



02

LIVING THE MOMENT

An explosion of opportunities creating an appetite to capitalize on 'the now'.

MANIFESTATIONS

MAXIMUM ME

An insatiable desire to be and do more

MULTIPLE ME

Adopting multiple identities and roles allows for mobility

LOVE FOR THE NOW

Throwing caution to the winds and living it up in the moment

A woman in a black dress is working on a wooden table in a workshop. She is using a large metal square to measure the table. In the background, there are stone arches and a man in a dark jacket. The scene is set in a rustic, outdoor-like environment.

03

BREAKING STEREOTYPES

People are breaking gender and professional stereotypes to script their own success

MANIFESTATIONS

REJECT LABELS

Challenging social prejudices and taboos

INCORPORATE THE UNCONVENTIONAL

Embracing unconventional roles and ways of being

I DO IT MY WAY

Rejecting scripted paths in order to leapfrog towards success

04

ALLURE OF AUTHENTICITY

**Renewed connect with
traditions, nature and
authentic values**

MANIFESTATIONS

DISILLUSIONMENT
with a globalised
template of modernity

**SEARCH FOR
ONE'S ROOTS**
The revival of
tradition, history
and mythology

PROUD OF LOCAL
Celebrating both the
style and the substance
in the local

RETURN TO NATURE
A quest for a more
natural and authentic
way of living



05

ACCUMULATING EXPERIENCES

Living the Moment is more important; Easy access, faster consumptions, getting more from life

MANIFESTATIONS

Shift from owning to experiencing

#FOMO:
Fear of Missing Out

#YOLO:
You Only Live Once



06

MORE PERSONALISATION

Designed for me and not
designed for mass

MANIFESTATIONS

Products that Fit Me
Bespoke is all about
me!

Learn about me the
product needs to
know what I need

I am the curator so I
decide what I will
have how I will have

KEY CHALLENGES FACING INDIA

Job and skill deficit

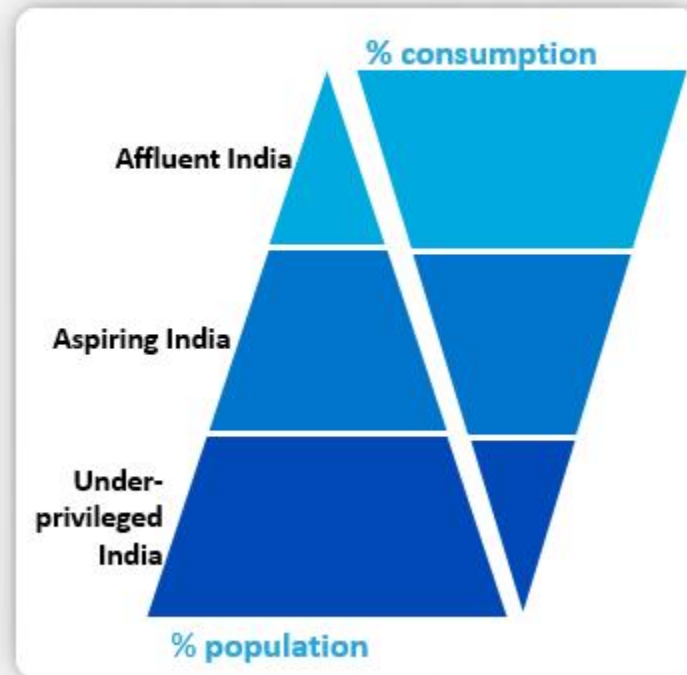


1 million jobs need to be created every month

Urban infrastructure

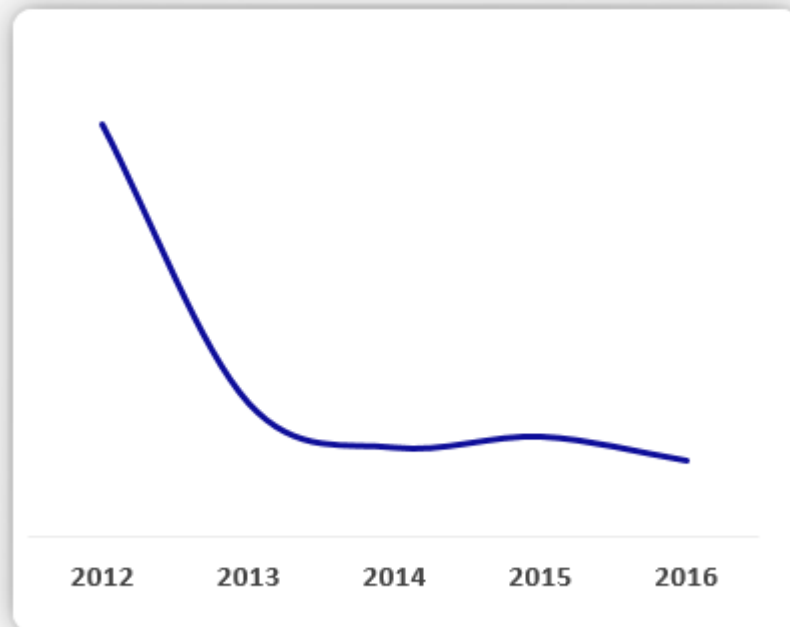


Huge disparity



FMCG: WHILE THERE IS A STRESS IN THE SHORT TERM, WE ARE POSITIVE ON THE LONG TERM OUTLOOK

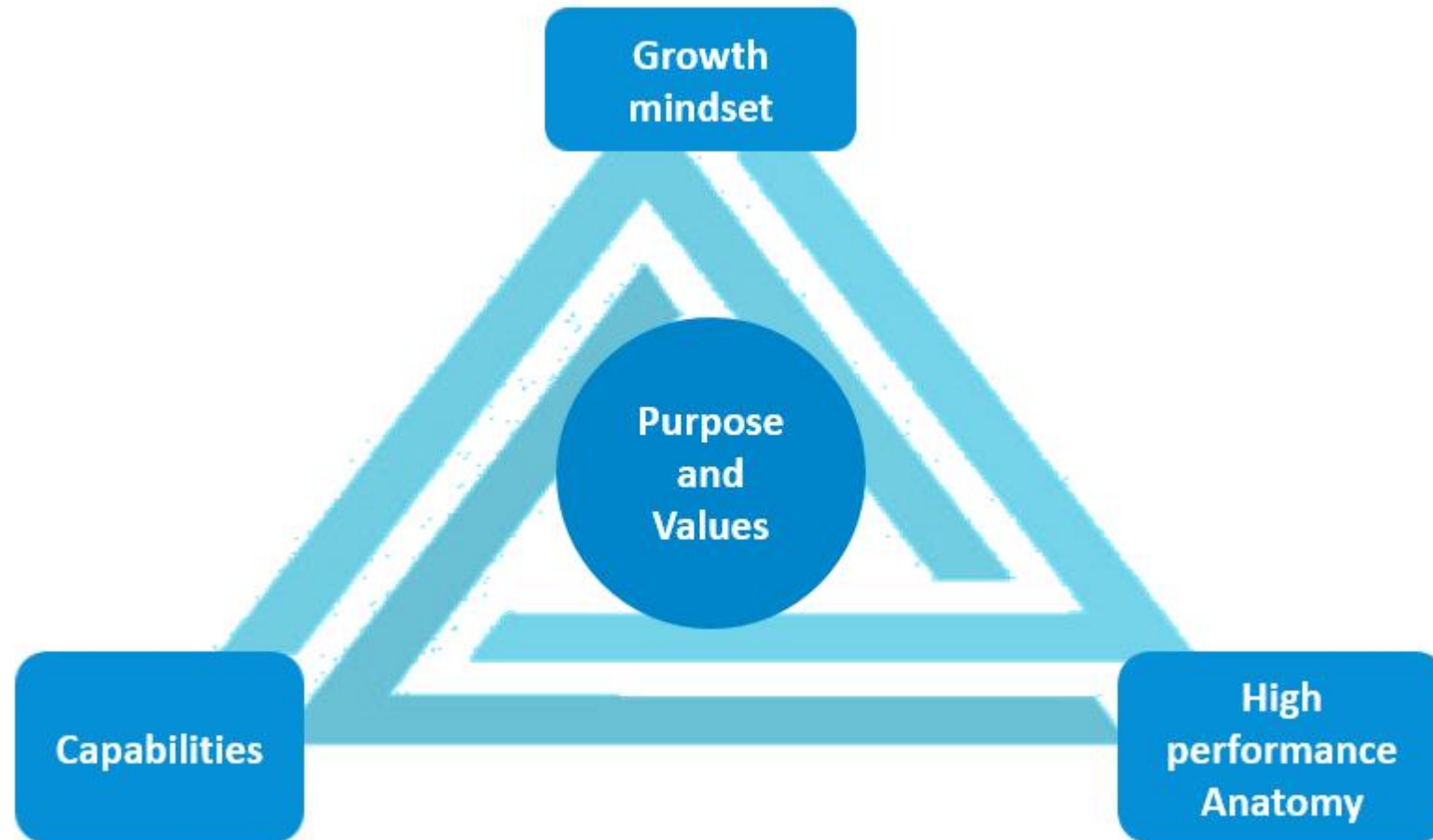
Slow down in growth



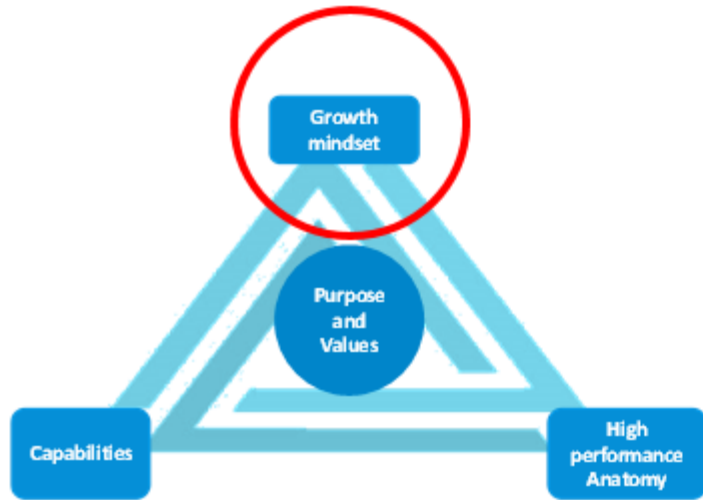
Positive long term outlook

Country	Per Capita Consumption (US\$)
India	29
- India Urban	64
- India Rural	14
Indonesia	56
China	117
Philippines	156
Thailand	367

CREATING A FUTURE READY HUL



GROWTH MINDSET



“Without continued growth & progress, such words as improvement, achievement & success have no meaning”



MARKET DEVELOPMENT

BUILDING CATEGORIES OF THE FUTURE

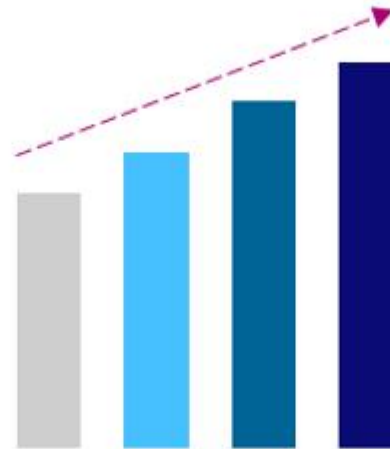


Male grooming



Hair Conditioners

Strong double digit growth, every year



■ 2013-14 ■ 2014-15
■ 2015-16 ■ 2016-17

~2.5x HUL Growth Rate



Hand Wash



Face Wash



Liquids



Fabric conditioners



Green Tea

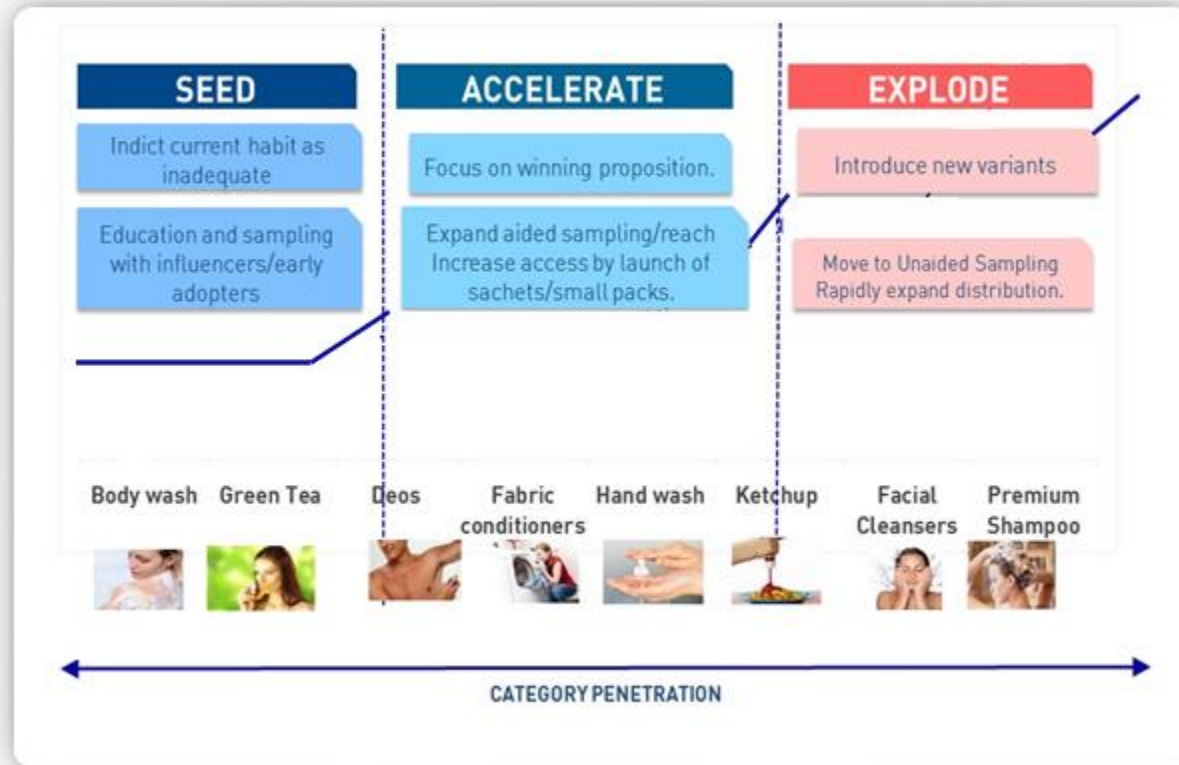


Body Wash

MARKET DEVELOPMENT

BRINGING SCIENCE TO SAMPLING

Market development model



Targeted sampling



BUILDING CHANNELS OF THE FUTURE

Strengthening the existing channels



Wholesale



General Trade



Drug-pharmacy & beauty

Channels of the future



Modern Trade



E-Commerce



PROJECT SYMPHONY

FUELLING GROWTH



Smart spending & ownership mindset



New & disruptive thinking



Cutting complexity and driving agility

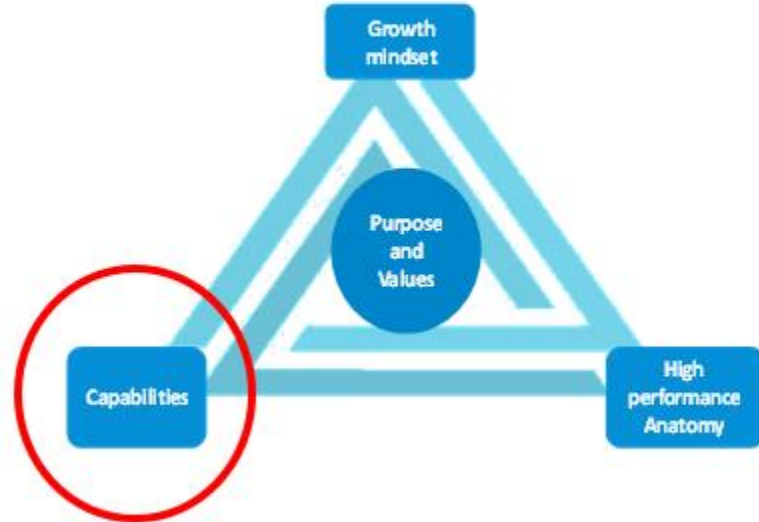


Targeting and delivering end to end savings of ~7% of turnover

CAPABILITIES



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“Capabilities should be distinctive and hard to replicate”



CREATING CAPABILITIES FOR THE FUTURE

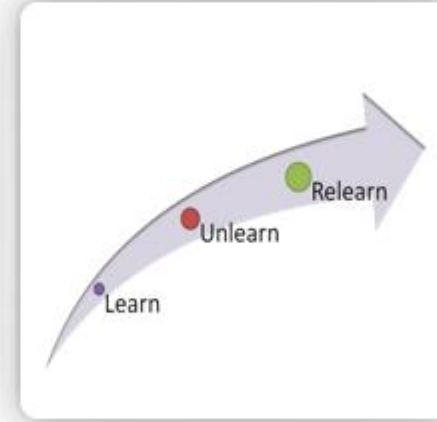
Consumers to
people relationship



Predict,
Don't just fulfil



Unlearn to
relearn



Reimagine



Learn, Build, Measure, Scale

RE-IMAGINING HOW WE RUN OUR BUSINESS

Insights



- Always on conversations
- Real-time sentiments analysis

R&D



- Digitized inhouse innovations
- Open innovations

Manufacturing



- Real time demand sensing and inventory management
- Robotization

Distribution



- Automated warehousing
- New age logistic models

Communication



- Customized One to one
- Content driven

Consumer journey



- E-Commerce
- Technology for General Trade

Artificial intelligence, Big Data and Analytics

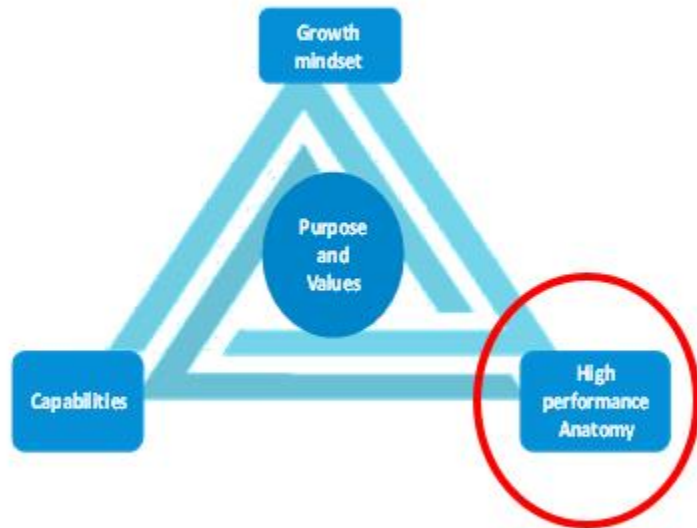
RE-IMAGINING HOW WE RUN OUR BUSINESS

MASS
MARKETING



MASSIVE
CUSTOMISATION

HIGH PERFORMANCE ANATOMY



“Mindsets that permeate an organization, that guide problem-finding as well as problem-solving, whose influence is observable in decisions and actions”



BUILDING A HIGH PERFORMING ORGANIZATION

Winning in Many Indias



Connected 4 Growth



Building leaders



WINNING IN MANY INDIAS

TURBOCHARGING GROWTH WITH AGILITY

Central India




Pricing, Product Adaptation



Cluster Specific Mixes – Content, Communication, Schemes

Empowerment



Authority to spend on local activation now vests with Cluster Heads

CONNECTED 4 GROWTH (C4G)

FASTER, MORE CONSUMER & CUSTOMER CENTRIC, FUTURE PROOFED



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Brand Development



Brand Building

CROSS FUNCTIONAL **CCBTs** : GLOBAL – LOCAL BRAND COMMUNITIES

Consumer & Customer Centric



Bigger innovations



Faster innovations



All about experimentation, empowerment and collaboration

BUILDING LEADERS

Attracting Best Talent



Leadership Opportunities



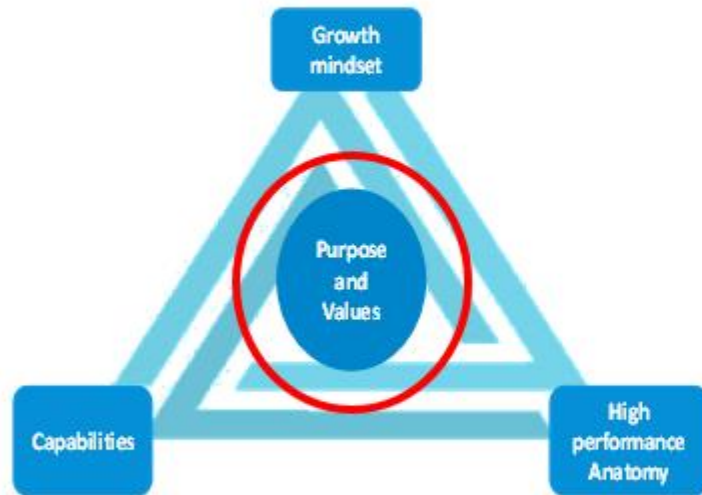
Diversity and Inclusion



PURPOSE AND VALUES



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I believe that nothing can be greater than a business, however small it may be, that is governed by conscience; and that nothing can be meaner or more petty than a business, however large, governed without honesty and without brotherhood.

- William Hesketh Lever

ROOTED IN PURPOSE AND VALUES



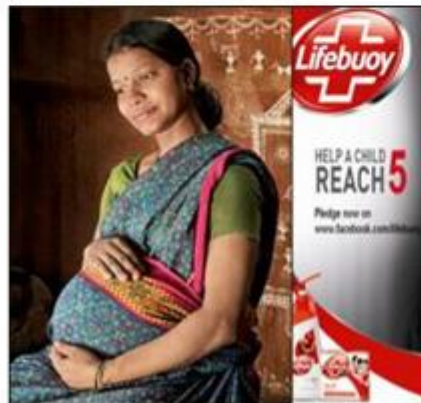
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BUILDING BRANDS WITH PURPOSE



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SURF EXCEL HAAR KO HARAO AV





Removes tough stains easily

Surf
excel

Easy
Wash



PRESENTS

#HAARKOHARAO

UNILEVER SUSTAINABLE LIVING PLAN

WEAVING SUSTAINABILITY ACROSS THE BUSINESS

Health and well-being



Enhancing livelihoods



Sustainable sourcing



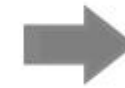
SUVIDHA CENTRE

INNOVATIVE SOLUTION TO SANITATION PROBLEMS



Circular economy principle used to reduce water usage

Fresh water used for brushing, washing, bathing etc.



Waste water from these activities becomes input for flushing toilets

POSITIVE IMPACT TO THE ENVIRONMENT



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Thought leader on water conservation



Becoming plastic neutral

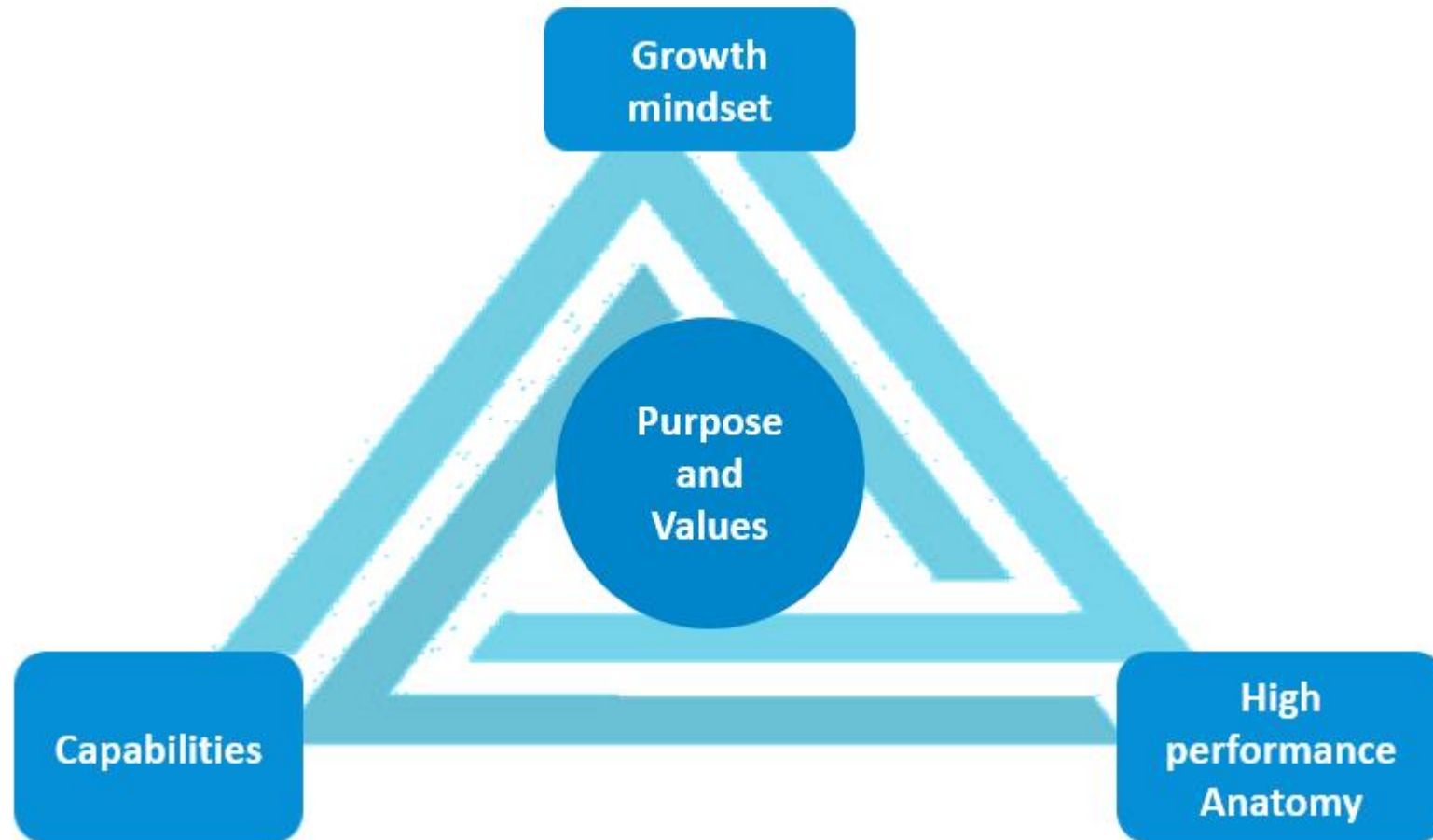




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HUF - AV

CREATING A FUTURE READY HUL



WINNING DECISIVELY



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THE COMPASS

WE ARE UNILEVER...

VISION

We are a successful, growing, sustainable business.

WE WANT TO CREATE A BETTER EVERYDAY

We help people feel good, look good and get more out of their brands and services that are good for them and good for others.

We will require growth to take small everyday actions that can add up to a big difference for the world.

We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.

MISSION

We focus on customers and partners with a bias for action.

Our first priority is for our customers, then customers, employees and communities. When we fulfill our responsibilities to them, our shareholders will be rewarded.

We will win through a growth mentality and a positive approach to all our stakeholders, based on clear accountability and bias for action.

WHERE WE WILL WIN...

PRIORITY

We share and grow volume in every category and country.

HOW WE WILL WIN...

WINNING WITH BRANDS AND INNOVATION	1	Deliver superior products, design, branding and marketing
	2	Engage better, faster innovation
	3	Improve
	4	Lead
WINNING IN THE MARKETPLACE	5	Win in
	6	Be an
	7	Learn
	8	Drive
WINNING THROUGH CONTINUOUS IMPROVEMENT	9	Apply
	10	Improve
	11	Partner
	12	Learn
WINNING WITH PEOPLE	13	Learn
	14	Partner
	15	Learn
	16	Partner

- 1 Winning with brands and innovation
- 2 Winning in the marketplace
- 3 Winning through continuous improvement
- 4 Winning with people
- 5 Unilever Sustainable Living Plan

4G Growth:
Consistent, Competitive, Profitable, Responsible

THANK YOU

FOR MORE INFORMATION

VISIT OUR WEBSITE

HUL Annual Investor Meet 2017

HUL's Annual Investor Meet 2017 will be held on 2nd June 2017, Friday, at the HUL Head Office in Mumbai

[> View more](#)



HUL INVESTOR APP

